

**OPTIMIST PRACTICAL TOOL**

# Leadership & Manager Effectiveness Diagnostic

A 15-question check for organisations strengthening managerial judgement, accountability and people leadership.

**15 questions**

**5 focus areas**

**10-15 minutes**

# How to use this diagnostic

For each statement, circle one score. Use the score that most closely reflects current practice, not the intended process.

| 1            | 2            | 3                  | 4                 | 5                   |
|--------------|--------------|--------------------|-------------------|---------------------|
| Not in place | Inconsistent | Partly established | Usually effective | Consistently strong |

| #  | Focus area                | Statement                                                                           | Score     |
|----|---------------------------|-------------------------------------------------------------------------------------|-----------|
| 1  | Direction                 | Managers translate priorities into a clear direction for their teams.               | 1 2 3 4 5 |
| 2  | Direction                 | Team members understand what good performance looks like in their role.             | 1 2 3 4 5 |
| 3  | Direction                 | Managers make trade-offs visible when resources or priorities compete.              | 1 2 3 4 5 |
| 4  | Decision-making           | Managers make timely decisions at the right level of the organisation.              | 1 2 3 4 5 |
| 5  | Decision-making           | Managers seek relevant input without avoiding accountability for a decision.        | 1 2 3 4 5 |
| 6  | Decision-making           | Managers escalate issues with a clear recommendation rather than only a problem.    | 1 2 3 4 5 |
| 7  | People leadership         | Managers delegate outcomes with the authority and support needed to deliver them.   | 1 2 3 4 5 |
| 8  | People leadership         | Managers adapt their leadership to the capability and confidence of the individual. | 1 2 3 4 5 |
| 9  | People leadership         | Managers handle disagreement directly and respectfully.                             | 1 2 3 4 5 |
| 10 | Performance conversations | Performance conversations happen often enough to influence the next period of work. | 1 2 3 4 5 |
| 11 | Performance conversations | Feedback is specific, balanced and connected to observable behaviour or outcomes.   | 1 2 3 4 5 |
| 12 | Performance conversations | Managers agree clear next actions when performance is below expectation.            | 1 2 3 4 5 |

| #         | Focus area     | Statement                                                                                       | Score     |
|-----------|----------------|-------------------------------------------------------------------------------------------------|-----------|
| <b>13</b> | Team ownership | Teams solve routine problems without waiting for unnecessary approval.                          | 1 2 3 4 5 |
| <b>14</b> | Team ownership | Managers recognise ownership and create psychological safety for useful challenge.              | 1 2 3 4 5 |
| <b>15</b> | Team ownership | Leadership development is reinforced through review, feedback and senior-leader role modelling. | 1 2 3 4 5 |

# Interpret your score

Add the 15 scores. The total is a starting point for a focused conversation, not a formal audit result.

|              |                        |                                                                                                                                                        |
|--------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>15-35</b> | <b>Needs attention</b> | The current system or practice may be unclear, inconsistent or difficult to use. Start with the essential conditions before adding more activity.      |
| <b>36-55</b> | <b>Developing</b>      | Useful elements are present, but application is likely to vary. Identify the weak links and strengthen the practical management rhythm.                |
| <b>56-75</b> | <b>Established</b>     | The foundation is working. Focus on calibration, continuous improvement and the conditions that will keep the practice useful as the business changes. |

## Three practical next steps

01. Identify the two leadership moments that most affect business performance.
02. Observe one manager review conversation and agree a focused practice goal.
03. Build a reinforcement rhythm around feedback, delegation and decision quality.

## Need a clearer starting point?

OptiMist helps organisations make the underlying issue clearer and design a practical response around real operating conditions.

Write to [teams@optimistindia.in](mailto:teams@optimistindia.in) to discuss your starting point.